

**STRATEGY
RESEARCH
PROJECT**

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**ARMY TRANSFORMATION
HOW RECRUITING COMMAND'S THEME NEEDS TO CHANGE**

BY

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ABSTRACT

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The U.S. Army has had a difficult time meeting its recruiting goals for the last several years. Recruiting Command has attempted to correct the situation by transferring more soldiers from the Army at large and making them recruiters. Another initiative was to increase its advertising budget and produce a new recruiting theme. While the new recruiting theme has only been on the streets for two months, the other efforts have proven to be less than totally successful. These efforts have resulted in draining the meager budget of the Army and occupying the time of over 8,000 non-commissioned officers with a non-warfighting mission. Recruiting Command must rely on an accurate message or theme that encourages the youth of America to join the Army in the face of Army Transformation and the impact of increased OPTEMPO.

This paper looks at the history of the recruiting theme, evaluates the new theme, "An Army of One", and makes recommendations as to a theme that is appropriate for today's generation, Generation Y.

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ARMY TRANSFORMATION: HOW RECRUITING COMMAND'S THEME NEEDS TO CHANGE

It may be laid down as a primary position, and the basis of our system that every Citizen who enjoys the protection of a free Government, owes not only a portion of his property, but even of his personal services to the defense of it.

George Washington

United States Army Recruiting Command's mission is to locate, screen, and recruit eligible candidates for service in the active Army, and Army Reserves. Despite recent significant increases in the number of detailed recruiters and significant increases in the advertising budget, it has not been able to accomplish its mission. Recruiting Command has failed to recruit the required number soldiers, two out of the last three years.¹ A thriving economy, low unemployment and change in the attitude of the target youth population have all contributed to the lack of success in recruiting.² The two-year trend of not making mission changed last year but there does not appear to be a clear focus on how Recruiting Command intends to accomplish its mission in the future. A new recruiting theme was launched this year in an effort to establish a theme that is more relevant to today's youth. "An Army of One" is Recruiting Command's attempt to reach today's youth and encourage them to enlist. This new recruiting theme is being launched at the same time that the standing Army wrestles with the Chief of Staff of the Army's concept of transforming the Army to a lighter, more mobile, and more lethal force. In order to meet the demands of Army Transformation, Recruiting Command must reconsider its choice of recruiting theme and it needs to consider innovative means of recruiting new soldiers for the force of the future.

BACKGROUND

In 1969 the President of the United States ordered a commission to evaluate the ability of the United States to establish and maintain an all-volunteer Army. The President's Commission on an All-Volunteer Armed Force questioned whether the country could recruit and maintain an all-volunteer force.³ It pointed out that financial inducements would be the primary motivating factor in getting youth to volunteer for service in the Army. The commission was concerned that a recruiting policy based on

monetary incentives would result in a force that represented the lowest economic classes and that motivation to join the Army would be solely for money and not for patriotic reasons. The concern was that a mercenary Army was being created and not an Army of professionals motivated by patriotism. These issues were not overriding concerns for the commission but the fact that the budget for recruiting had to come from within the existing Army's budget was a major issue. An all-volunteer force could be too costly to recruit and maintain. The commission reasoned that, if an all-volunteer Army were successful, recruiting costs would be offset by reduced costs in the training base resulting from reduced personnel turnover. The commission could never have envisioned the economic prosperity that we enjoy today. If economic incentives were the primary motivating factor for enlistment in 1969, a reevaluation of motivating factors must be made today to determine what will encourage enlistment.

In 1973, the United States Army, based on the results of the President's Commission, decided to rely on an all-volunteer force to man its ranks. United States Army Recruiting Command was given the daunting mission to: identify, screen, and recruit eligible men and women to meet established end strengths during an era of post Vietnam conflict. Recruiting Command was able to accomplish its newly assigned mission consistently during the mid 1970s even though it was not an easy task.⁴ One of the reasons for this success was the massive draw down at the end of the war. The smaller standing Army resulted in smaller mission demands on Recruiting Command however; the American public was experiencing a period of disillusionment with the military resulting from the recent Vietnam conflict. The unemployment rate was high due to the flood of soldiers leaving the service leading to a saturated job market. The Army presented an opportunity, particularly to the lower class, to get training and to provide income. Recruiting became more difficult as the 70's ended and the civilian job market absorbed the manpower from the war. Even though Recruiting Command met its recruiting requirements it had trouble attracting the required number of youth. It was necessary to place more emphasis on a focused recruiting effort to meet the Army's long-term requirements for manpower.

MG Maxwell Thurman was designated to take command of Recruiting Command in 1979. His mission was to establish Recruiting Command and the all-volunteer Army as viable enterprises that would consistently provide the requisite number of soldiers to meet end strength requirements. He quickly took charge and established a corporate mentality using marketing techniques.⁵ He obtained sufficient funding to markedly

increase the command's operating budget. Perhaps one of the most endearing changes during his watch was the development of the recruiting theme of "Be All You Can Be". This theme was highly effective and continued to be used as the focal point of the Army's recruiting effort until very recently. Money was still considered the primary motivating factor for applicants and an elaborate schedule of bonuses was offered to entice prospective recruits to join. "Be All You Can Be" and the offer of enlistment bonuses were a successful combination until the mid 1990's.

Recently, the Army has had trouble in accomplishing the recruiting mission. Since 1991, the propensity to serve amongst the prime market of American males, age 17 to 21, has decreased from 17 percent to 12 percent.⁶ There are many reasons why recruiting has become more difficult. These males were born after the draft and represent the first group to enter military service with no experience of the draft years. At the same time the number of adults with military experience has sharply decreased. Prior military members are critical influencers that can provide a positive endorsement of military service.⁷ These veterans provide information, both accurate and inaccurate, to the public on military service and the missions of the military. These influencers are paramount to the recruiting effort since not all regions of the country have military installations that would allow the public to interact with Army personnel. The economic prosperity that this country has experienced in the last few years has provided today's youth with a wide variety of employment options. High minimum wage and an unemployment rate that is at an all time low, allow today's youth to pick and chose what they want to do without the fear of long-term unemployment. The focus of the recruiting effort, the recruiting theme, established in 1979, no longer addresses the concerns or desires of today's youth. Additionally, the recruiting effort was left to full time recruiters of the Recruiting Command. Active duty soldiers began to see the tremendous stress that detailed recruiters were under and they avoided any contact with the recruiting mission for fear that they would be assigned as a recruiters themselves. The burden of ensuring that Army end strength was met fell completely on the shoulders of Recruiting Command.

In fiscal year 1999, the Army experienced a shortfall of 6,300 active component enlistments; this shortfall was offset by record reenlistment rates, which allowed the Army to meet its end strength requirements.⁸ Again, monetary incentives became the primary motivator and they were offered in the form of reenlistment bonuses to achieve an excess of 6,147 reenlistments. Relying on retention to offset recruiting failures is not

a valid policy. Recent studies indicate that the propensity to remain in the military has declined steadily among junior officers (down 13 percent) and NCOs (down 17 percent) over the past nine years.⁹ In FY99, the Army Reserves missed its mission by 10,300 with no offset. During this same time, the Navy and Air Force failed to recruit their mission requirements. The Marine Corps was the only service to successfully recruit its requirements. It must be mentioned that the Marine Corps is the smallest service and only requires approximately one half of the number of new recruits that the Army requires. Since three of four services did not meet their recruiting goals, a basic question must be considered: Will there be a sufficient pool to recruit from in the out years? Recruiting Command's figures indicate that the prime market (17 to 21 year old population minus: institutionalized, medically or morally unqualified, in college, non-high school graduates, and prior military service) will actually continue to grow in size; the only aberration is in 2004.

Prime Market: FY98 - FY2010

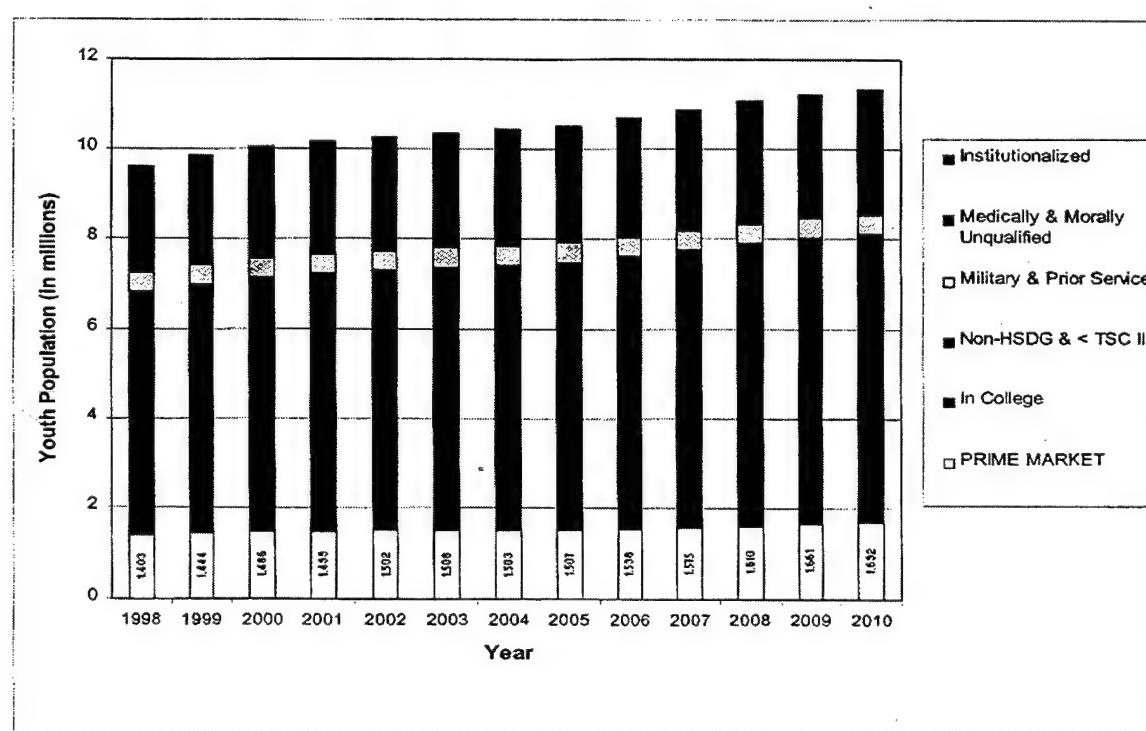
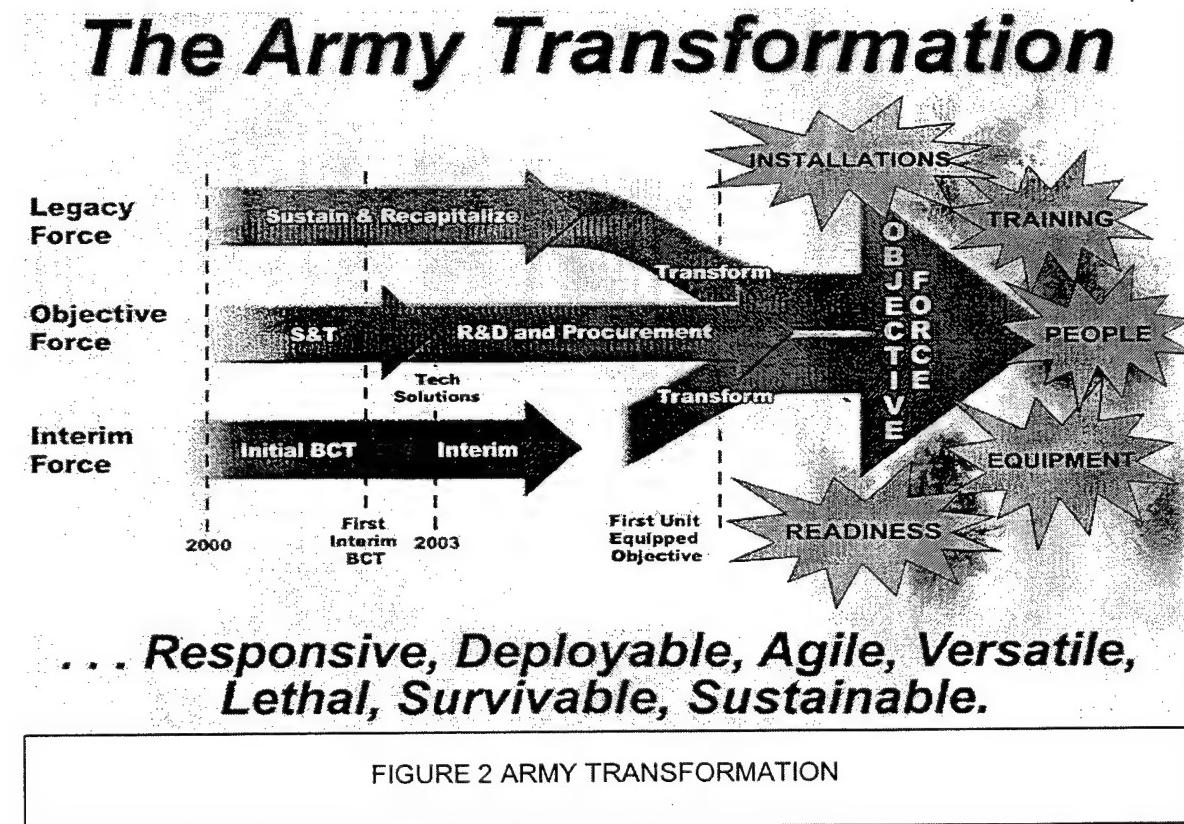


FIGURE 1 PRIME MARKET

Of greater concern is the indication that the mission assigned to Recruiting Command increased between 7 and 17% during FY99-00 and it will continue to grow. The prime market growth rate for the same period was only 2.93%. It is apparent from these numbers that mission requirements will outrun the growth rate. If the separation of mission and growth continues, the Army will be forced to recruit from a pool of youth that have stated that they will not join the Army. If the Army is able to stabilize or increase retention rates, the requirement to increase initial enlistments will be reduced. If Army Transformation causes an increase in OPTEMPO, the number of soldiers leaving the standing force will increase and Recruiting Command will bear the burden of increased requirements. Will General Shinseki's Army Transformation plan cause Recruiting Command to require more of its recruiting force?

ARMY TRANSFORMATION



On 12 October 1999, at the Association of the United States Army annual meeting, General Shinseki described the Army Vision and the Army's plan to transform itself into

a force that is strategically responsive and dominant across the entire spectrum of operations.¹⁰ The concept of transforming the Army is not new or unique to this Chief of Staff. Many other Chiefs have penned their version of transformation only to see it go by the wayside when the next Chief took office. General Shinseki has tried to put in motion an aggressive plan that has enough momentum to overcome traditional obstacles. The condensed timeline that is proposed in this plan causes immediate changes in the standing force and funding for the program has already begun to flow. For planning purposes, it is a given that General Shinseki has established enough momentum to carry his transformation plan through to completion. Since transformation will happen, we must discuss what transformation means and how it will impact on recruiting.

The Army vision that was announced encompasses people, readiness and transformation. Transformation includes the development or sustainment of three different force packages: Objective Force, Legacy Force, and Interim Force. Each of these force packages has a unique mission, training requirements, equipment, and manpower issues. In order for transformation to be effective, each force must be manned sufficiently to perform its mission. The Objective Force is what we ultimately want to achieve.

Objective Force will start with the first unit fielded in FY10 but the entire process could take thirty years.¹¹ The characteristics of this force are: responsiveness, agility, deployability, versatility, lethality, survivability, and sustainability. This force is not platform driven; it is focused on achieving capabilities that operate as a system of systems. Since these systems have yet to be developed, it is difficult at best to predict what kind of soldier or how many will be required to man this force. It does seem apparent that a force that is built on characteristics such as responsiveness, agility, and deployability will be used more often. OPTEMPO of this force would predictably be very high. Deployments may be shorter in duration due to the increased lethality but as we continue to become involved in other nations' affairs, we may find ourselves in more situations like Kosovo where we ended up staying for an extended period. While the Army is planning doctrine and developing equipment to meet these capabilities, the nation must rely on the Legacy Force to maintain its security.

Legacy Force is the Army of today. The nation must rely on this force to fight and win America's wars from today until the Objective Force is totally fielded. The Legacy Force has been the bill payer for transformation. This cost was in equipment modernization, funding and manpower allocations. The Army skipped a procurement generation in the

1990s, which resulted in equipment degradation. The reprogramming of science and technology funds to the Objective Force caused the Legacy Force's equipment to exceed its expected service life. Combat systems have a predetermined life expectancy and are designed to last a finite period of time before they must be upgraded or replaced. Today, 75% of the Army's major combat platforms exceed their half-life.¹² Combat platforms that exceed one half of their life expectancy must be programmed for replacement. Replacement of these systems requires the expenditure of large sums of money. In order to fund recapitalization, the Legacy Force was subjected to cuts in major weapons systems. Cuts were taken in new systems or in upgrades to existing systems that did not have applicability to the Objective Force. These cuts have caused uncertainty in the Legacy Force since heavy branches like armor were under scrutiny for reductions or elimination of personnel and equipment. Since personnel in the Legacy Force are uncertain as to the future of their fields, they are not inclined to promote the military as a way of life to others. Of further concern to the Legacy Force is the significant increase in OPTEMPO. Legacy Force personnel have been subjected to massive reductions in the force while the operational tempo has drastically increased. In the last 10 years, manpower has been reduced over 36% while operational deployments have increased 300%. Doing more with less is the curse of Legacy Forces. The Legacy Force is expected to fight and win America's wars, until the Objective Force is ready, with older equipment, less manpower and less funding. To fill the void between the Legacy Force and the Objective Force an Interim Force is being developed to help ease the transition.

The Interim Force is designed to address an operational shortfall of the Legacy Force. This shortfall is the ability to rapidly deploy appropriate forces to influence any situation worldwide. The Army will convert six to eight combat brigades to Interim Brigade Combat Teams. These teams will be lighter and more rapidly deployable in order to provide CINCs with an increased warfighting capability. The Interim Force appears to be the near term equivalent to the Objective Force. To meet the national strategic goals of shaping, responding and preparing, the Interim Force will be highly deployable as it is structured to respond to a wider variety of missions. The inherent ability to respond rapidly will cause the Interim Force to continue the trend of increased deployments. Troops will spend more time away and, as a result, retention rates will decline.

All three force structures include an ability or requirement to respond rapidly. This in itself would not be detrimental to the recruiting effort; however, the concern is that a more deployable force will promote the tendency to deploy that force more often. Operational tempo is a major concern for active as well as reserve soldiers. Reserve soldiers are being deployed more now than at any other time since the Korean conflict. Conflicts will arise between reserve soldiers and their civilian employers if the reservists are away from the work place too often. Given a choice, many reservists would choose their civilian job over their reserve status. Retention in the reserves will suffer, units will go unmanned and the active forces will experience more OPTEMPO resulting from the inability of the reserves to backfill active missions. Soldiers that currently serve in the active or reserve components could be our best recruiters. They know what the Army is like today and should be able to articulate their experience to candidates for enlistment. If they are disgruntled, they will not be the ambassadors that we need to assist recruiters. Even General Shinseki recognizes the need for all active duty soldiers to become involved in recruiting. His recent tasker to all Army War College students to complete an off campus speaking requirement indicates that he is trying to get the entire Army involved in projecting a positive public image, thus helping the recruiting effort.

Recruiting Command needs to aggressively address the manpower needs of all three force packages involved in Army Transformation. Recruiting Command must develop a recruiting theme that will attract enough candidates to fill manpower requirements during the time of extreme turmoil, due to transformation.

RECRUITING THEME

The Army's old recruiting theme embodied in "Be All You Can Be" has served its purpose for the last 20 plus years. Developed during the post Vietnam years, this mantra helped the Army recruit through the hard times at the conclusion of an unpopular war. In order to understand why this theme was so successful, a brief description of the motivating factors of the X Generation is warranted.

"Be All You Can Be" was developed in 1979 to entice America's youth to join the Army. This theme was appropriate for a target audience, born between 1960 and 1980, which were identified as Generation X. The population of Generation Xers was made up of individuals who had unique experiences and as a result, unique beliefs. Motivating this population to join the Army relied on a theme that addressed this unique

population's wants and needs.¹³ They have been called Slackers, Baby Busters, Twenty-somethings or the MTV generation. Their lifestyles were based on world events and their home environments. Cynical and pragmatic, Generation Xers were shaped by the experiences of Watergate and Three Mile Island. Generation Xers were often left alone by working parents and the soaring divorce rate among their parents resulted in 40% of Gen Xers spending time in a single parent home. Working mothers added to the isolation this generation felt at home. Lacking the nurturing environment of their parents, Generation Xers learned to fend for themselves. They developed a confidence to be on their own and to trust their own abilities. In an effort to fill the relationship void they had at home, Gen Xers looked to make friends and become members of a group. Advanced education became more important as large numbers of Gen Xers attended college. Work was a means of providing a living, not an obsession. Learning from their work obsessive parents, Gen Xers were more personally oriented towards friends and family. "Get a Life" became the motto of Generation Xers. With this background, it is easy to see why the "Be All You Can Be" theme was initially a success.

"Be All You Can Be," challenged the confidence of Generation Xers. Educational incentives and training opportunities provided Gen Xers with the resources to attend college or to seek further training in fields of their choice. Television commercials and print media displayed soldiers in field environments wearing camouflage face paint sometimes appearing in swamps, always carrying their weapon. Gen Xers were lured by the promise of money for college and guaranteed fields of training. Teamwork and camaraderie were emphasized as advertisements displayed military units working together to accomplish the mission. Noncommissioned officers and commissioned officers were often displayed in advertisements demonstrating leadership and filling the role of mentor. The driving concept of the entire recruiting campaign was to challenge Gen Xers, bring them into an organization that depended on teamwork to accomplish its mission, and provide them with an opportunity to improve themselves through training and continuing education. "Be All You Can Be" was a success for the market of Generation Xers. Recruiting Command rode this theme until it proved unsuccessful in the late 1990's. Unable to achieve its mission, Recruiting Command began to look for an alternative theme for recruiting youth from this new generation.

In classic response to the failure to make recruiting mission, Recruiting Command threw men and money at the problem. Recruiting Command increased the number of recruiters to its present total of over 8,000, increased the advertising budget, and

increased recruiting incentives (particularly educational monies available).¹⁴ These attempts to stop the failure were superficial and had little effect as witnessed by the continuing failure to achieve the recruiting mission.¹⁵ In August of 1999, the Secretary of the Army, Louis Caldera, offered his opinion on how recruiting should be changed and he directed the Army to focus on improving the program. Since the Secretary possesses a master's degree from the Harvard Business School, it is assumed that his guidance was very pointed as to his personal desires. The Secretary also challenged the leadership to, "think creatively and not be limited by traditional notions of time and resources."¹⁶ There are two issues of concern with this challenge. First, this type of challenge opens the door to increased spending. Increased spending without the direction of an effective recruiting theme is nothing more than a waste of resources. Second, time clearly is a critical factor. If Recruiting Command does not produce the required number of accessions, the training base goes unfilled and units go unmanned. In an effort to provide Recruiting Command with an effective, focused theme, the advertising agency of Leo Burnett was hired.¹⁷ After conducting research on the motivating factors of today's youth, Burnett developed the Army's new theme of "An Army of One". This theme places emphasis on the individual and the ability of one individual to maintain his independence while in the Army. Does this new theme meet the motivational requirements of the new generation, Generation Y?

Generation Y, Echo Boomers or Millennium Generation members are generally recognized as people born after 1980. Since Recruiting Command looks for candidates in the prime market or people aged 17 to 21, Generation Y is already the market that Recruiting Command is recruiting from. If Gen Yers are the market, then is the new theme appropriate for their requirements? This question can only be answered once we know the motivational characteristics of this generation.

Generation Yers look for a fun work environment that has growth opportunities.¹⁸ In today's environment of low unemployment and the increased demand for employees by civilian companies, Gen Yers don't worry about whether they will find a job, so they have the luxury to worry about having fun. Generation Y survey respondents said that are looking for the following in their first job:

1. A fun work environment
2. Growth opportunities
3. Competitive salary
4. Diversity in projects

5. Good benefits (healthcare, profit sharing, 401K)
6. Learning opportunities
7. Travel opportunities
8. Flexible work hours¹⁹

Generation Yers are focused on achieving personal goals and they recognize the value of education. With this in mind, Yers need to be placed in an environment that presents challenges but provides goals and measurable criteria by which they can be evaluated. Gen Yers need constant feedback on their performance. Annual performance counseling will not be sufficient. Gen Yers are technologically aware, as they have grown up in an age where the computer was present in every other home or access to a computer was readily available through schools and public libraries. Obsolete computers and stale technology will quickly frustrate this generation and cause them to leave an organization.²⁰ Generation Yers like to work in teams and they are strong team players. Gen Yers make excellent participants in teams made up of Gen Xers and Gen Yers. Employers of Gen Yers need to focus on aligning today's work with the Gen Yer's future goals. Gen Yers want to define their rewards and establish a timetable for those rewards. There is a lot less emphasis on individualism and self-expression amongst Gen Y than Gen X.²¹ Community matters more to Gen Y than to Gen X and, as a result, Gen Y is becoming more uniform in appearance.²² Peer tutoring should be encouraged as this generation thrives in collaborative groups. This is even reflected in the super heroes of this generation. Power Rangers were the heroes of choice for this generation. Even though each Power Ranger had special powers, no single Ranger had enough power to accomplish the task alone. With all this information, the question remains; does "An Army of One" meet the motivational needs of Generation Y?

Secretary Caldera said of young people: "What we are telling them is that the strength of the Army is in individuals. Yes, you are a member of the team and you've got support from your fellow teammates, but you as an individual make a difference."²³ Television commercials and print media focus on the soldier and don't even show noncommissioned or commissioned officers. This would be too authoritarian and would remind Gen Yers of their parents. Weapons are not even shown since they carry a macho connotation. An advertising critic has labeled this theme as "...a clever campaign, but substantially dishonest. The Army is not, never has been and never will be about one soldier. Individuality has absolutely nothing to do with Army life."²⁴ This evaluation of the new theme is very telling. If the actual work experience doesn't match

up with the recruiting message, retention will suffer and the Army stands to lose the soldier and all the costs associated with recruiting him in the first place. Based on the motivating traits of Gen Yers, it appears that the need to work as a team member is not part of the new Army theme. Since Gen Yers place much less emphasis on individuality and self-expression, a recruiting theme that is based on 'An Army of One' does not appropriately address the needs of this new generation. It appears that this new recruiting theme fails to recognize the fundamental concerns of Generation Y.

Recruiting Command has attempted to soft sell the new theme by downplaying the individualism aspect. They have published, "The might of the U.S. Army does not rest merely in its numbers. The strength of the Army comes from the combined efforts of each soldier." "The Army and the individual soldier cannot be separated." These statements indicate that the omission of a stronger teamwork theme was a mistake. Now that the individualism message is public, Recruiting Command will not be able to recover without another major change in its message.

RECOMMENDATIONS

Recruiting Command must rethink its decision to make "An Army of One" the recruiting theme. It does not address the concerns of the prime market and it will result in long-term losses when the recruits realize that they were sold a bill of goods. Retention will suffer and the remaining soldiers on active duty will suffer the increased OPTEMPO. This will cause more discontent and will result in disgruntled soldiers leaving the Army and projecting negative images of military service. Whether the new theme is "America's Army" based on patriotism or "Freedom's Army" based on the democratic principles that we demonstrate on a daily basis, the theme must be accurate. Current television ads don't display accurate images of Army Life. One advertisement indicates that a Specialist will independently make the decision on the deployment of combat assets.²⁵ This is not a realistic ad and it should not be used to entice recruits into false expectations. The youth of any era are not stupid and it won't take long for Generation Yers to get the real message out to the country. The Internet already has web sites dedicated to how to get out of the Army. Gen Yers will use their computer knowledge to let others know the truth.

Recruiting Command's new incentives include a program that does address Gen Yers need to attend further education. This program will allow selected applicants to

attend college before they join the active or reserve component. This program should be of great concern to Recruiting Command. Recruiting Command already spends money recruiting young men and women into the delayed entry program (DEP) only to have them change their minds before they actually ship off to basic training. These young men and women have already raised their hands and sworn into the delayed entry program. The Army as a matter of public relations does not force them to go off to basic even though they have signed a contract. In FY 00, Recruiting Command wasted its time, money and efforts on 14,253 individuals who changed their minds and decided not to go. Some of these losses are due to medical and moral reasons but, if the Army forced the issue on these DEP losses, it would have made mission every year. If this policy continues, monies spent on recruiting and funding college first applicants could be lost.

In order to support General Shinseki's concept of total Army involvement in recruiting, Recruiting Command needs to develop a monetary reward for any enlisted soldier who provides a referral that ultimately enlists and ships. This referral must have not been contacted within the last 90 days by a recruiter. The reward should be based upon the applicant's mental category and his educational background. The Army already promotes members of the DEP for referrals so there is precedent for this type of program. Funding for the program can come from the advertising budget or it could be recovered from a reduction in the number of active duty recruiters. If this program were successful, there would be a secondary effect of benefit to the Army at large. The Army is hurting for noncommissioned officers and Recruiting Command has a large number assigned. If this program were successful, the need for 8,000 recruiters would be reduced and the excess could be placed back in the field Army to help reduce OPTEMPO. The monetary incentive would help make recruiting a concern for all enlisted members. Officers can help the recruiting effort by speaking at public functions and telling the Army story. If officers make themselves available to speak to civilian audiences, an accurate message of Army life can be told to a population that has less and less military experience.

General Shinseki has made it mandatory for all Army officers attending the War College to speak to a civilian audience. He made this a requirement to graduate from the War College in order to place emphasis on its importance. Make the outside the installation speaking requirement mandatory for every officer. This is outside Recruiting Command's ability to accomplish but, the Secretary of the Army could mandate that fulfillment of this requirement would be reflected on OER support forms. If every officer

had to speak to a civilian audience once a year, it would benefit the Army's recruiting effort and improve the officer's ability to speak in public. Installation Public Affairs Offices should become the clearinghouse for all requests for speakers and they should maintain a list of functions that have requested speakers. In this day and age of battlefield media coverage, effective public speaking is becoming a valuable skill for every officer.

The Army can no longer place the mission of recruiting solely on the shoulders of Recruiting Command. An appropriate recruiting theme that tells the truth and addresses the needs of the prime market is the bedrock of the recruiting effort. Opportunities to tell the Army's story must be aggressively taken if we are to keep our Army strong and manned.

CONCLUSION

One of the more important aspects of the recruiting effort is the single unifying theme. This theme provides focus and allows for a united effort toward the goal of recruiting the necessary personnel to man the Army. The Army had an effective theme that addressed the needs of Generation Xers and resulted in the Army achieving its recruiting missions for many years. As the generations changed, Recruiting Command failed to recognize that the new generation wanted something different. The old theme that was so successful in the past was no longer an effective tool. Recruiting Command failed to recruit the necessary number of young men and women and the Army has suffered as a result. Attempts to energize recruiting were ineffective because they did not adjust the old theme appropriately. The addition of more recruiters and the infusion of more advertising dollars did not result in a marked improvement. Recruiting Command continues to increase the budget and get more soldiers directly involved in recruiting by increasing its number of recruiters. As the Army transforms to a lighter and more deployable force, the need to maintain the Army's end strength is of paramount importance. The three forces, designed under General Shinseki's transformation plan, each have their own mission that requires them to be fully manned and ready to respond anywhere any time. As the Army transforms, Recruiting Command must transform. A constant watch on the wants and motivating characteristics of the prime market must be maintained. To be successful in this endeavor, the recruiting theme must transcend the immediate population and have appeal to a wider audience. If the recruiting theme is

enduring and addresses the needs and wants of the prime market, recruiting should be easier and a lot less painful.

Word count = 5,799

ENDNOTES

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² General Accounting Office, Military Personnel: First Term Recruiting and Attrition Continue to Require Focused Attention, (Washington, D.C.: U.S. General Accounting Office, February 2000), 5.

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⁴ Glenn Worthington, Walter Golden, Terry Kraft, Strategic Recruiting: How To Man The Force Of The Future, Strategy Research Project (Carlisle Barracks: U.S. Army War College, 27 April 2000), 12.

⁵ Jenkins, 2.

⁶ United States Army Posture Statement FY01; Available from http://www.army.mil/aps/aps_ch5_2.htm; Internet; accessed 17 Jan 2001.

⁷ "Retirees – still serving, as recruiters," Army Echoes (Issue 2, 2000): 4.

⁸ Louis Caldera and Eric K. Shinseki, United States Army Posture Statement FY01, Posture Statement presented to the 106th Cong., 2d sess. (Washington, D.C.: U.S. Department of the Army, 2000), Chapter 5, 1.

⁹ Ibid.

¹⁰ James R. Oman, Case Study of the Army's Transformation Strategy, (Carlisle Barracks: U.S. Army War College, 20 September 2000).

¹¹ Information Paper, AUSA Transformation Panel Briefing, 26 October 2000.

¹² Ted Stevens, "The Army Must Transform," AUSA News, (November 2000): 6.

¹³ Jenkins, 2.

¹⁴ General Accounting Office, Military Personnel: First Term Recruiting and Attrition Continue to Require Focused Attention, 4.

¹⁵ General Accounting Office, Military Personnel: Services Need to Assess Efforts to meet Recruiting Goals and Cut Attrition, 6.

¹⁶ Reuben D. Jones, U.S. Army Recruiting: Problems and Fixes, Strategy Research Project (Carlisle Barracks: U.S. Army War College, 1 December 1999), 2.

¹⁷ John Leo, "Slogan belies real Army," Carlisle (PA) Sentinel, 15 January 2001, sec. B, p. 4.

¹⁸ Christine Lupton, "Recruiting Generation Y," March 2000; available from <http://www.canadaone.com/ezine/mar00/generation_y.html>; Internet; accessed 2 February 2001.

¹⁹ Ibid.

²⁰ "What's Important to Generation Y?," unknown date; available from <<http://www.media3pub.com/usbank/articles/geny.html>>; Internet; accessed 2 February 2001.

²¹ Grame Codrington, "12 Sentences That Define Generation Y," August 1999; available from <<http://www.youth.co.za/resource003.htm>>; Internet; accessed 2 February 2001.

²² Ibid.

²³ Leo.

²⁴ Ibid.

²⁵ Ibid.

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